**Michigan Osteopathic
Association**

April 27, 2007

Dr. Jeffrey Taylor, Executive Director
Michigan Public Health Institute
Central Administration
2436 Woodlake Circle Drive, Suite 300
Okemos, MI 48864

Dear Dr. Taylor:

I am writing to convey the full support of the Michigan Osteopathic Association for the State of Michigan's application for a Federal Communications Commission pilot project to expand state and regional broadband networks and services in rural underserved areas of Michigan.

The Michigan Osteopathic Association represents 6,700 osteopathic physicians (D.O.s) who practice the philosophy of disease prevention and healthy lifestyles in different medical specialties, from primary care to surgery. The Michigan Osteopathic Association plays a vital role in influencing health legislation and improving the quality of care in the state of Michigan. Medicaid funding, access to care and patient safety are just a few of the diverse issues we monitor.

As the state of Michigan continues to place a priority on using information technology to drive quality improvements and efficiency in Michigan's health care system, this project will help to further Governor Granholm's goal of extending health information technology to every health care:

Health care practitioners in rural areas often have limited access to many valuable resources. The foremost goal of the FCC, through this grant, is to fund the improvement of healthcare for all Michiganders by bringing broadband internet access to the public hospitals and primary care clinics serving critical populations. Improving broadband access will help to improve quality of care and potentially lower healthcare costs.

We are excited about the leadership role that the State of Michigan is taking in Health Information Exchange and are committed to supporting and participating in the collaborative efforts of MDCH and MDIT to further the overall goal of improved healthcare in Michigan.

Sincerely,

Dennis Paradis
Executive Director

# Michigan Osteopathic
## Association

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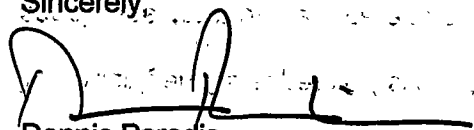
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Sincerely,

Dennis Paradis
Executive Director

# Appendix 3 – Resumes and CVs

# Jeffrey Allison

## SUMMARY OF RELEVANT EXPERIENCE:

- *10 years of Information Systems Project Management* including project methodology and reporting structure and forms as outlined in the proposal including:

  - *Project plan development*

  - *Develop project structure and reporting methodologies*

  - Coordinate and provide structure and support for the Executive Steering Committee.

  - Schedule and run project team meetings and work groups.

  - Development of and update The Project Charter

  - Provide reporting on resource utilization and expenses.

  - Monitor Staff availability and asses the impact on the project

  - Assist in contract negations and language for products and services to support the project

- 12 years of non-systems Project Management

  - Hospital Revenue Cycle re-engineering

  - Product line development

  - Service Acquisition

  - Certificate of Need Requests

  - Streamlining of claims processing

  - Outreach and Education Activities

- *20 years of Healthcare Experience* - In addition to the above project management activities I have worked on numerous project involving Michigan Medicaid billing and edibility projects that include:

  - Development of Computerized billing platforms

  - Electronic Claims submission facility and professional to MSA

  - Electronic Remittance processing

  - Provider claims clean-up

  - Michigan Medicaid application preparation

  - Cost Report Appeals

  - Special project work for providers working with management at MSA

  - Sparrow HIPAA steering committee

**EDUCATION:**

- BA, Accounting/Business Administration, Alma College, 1983
- MHA, Healthcare Administration, Kennedy- Western University, 1988

**EXPERIENCE:**

*Engagement Manager*
## Michigan Public Health Institute – Okemos MI         January 2002 – Present

*Jeff Weihl, 517-324-8325*

*Engagement Manager, MDCH*
- Relationship management with the groups major clients
- Business Development with annual revenue of $3.5 to $9 million in new revenue in each of the last four fiscal years for a total of $30.2 million
- Meeting facilitation

Major Project 2005 - Present
Significant Project work 2005 to present
- Situational risk control and containment
- Launch of the MIRx Pharmacy Assistance Program
- Medicare Part D transition effort
- DDI of a Medicaid Eligibility system with Blue Cross Blue Shield of Michigan supporting 1.5 million transactions per month.
- RFP and Advance Planning Document to CMS writing for replacement Medicaid Management Information System.(CHAMPS)
- Medicaid Transformation Grant submission for state of Michigan
- Michigan Health Information Network Project
- Worked with State Agencies to develop vendor contracts for IS systems
- Helped launch HHS eligibility system for the State of Michigan(BRIDGES)
- Acquired and implemented a Learning Management System (LMS) and re-launched 15 on-line courses for MDCH when their vendor dropped support of the product line.
- Performed Strategic IT plan for MDCH
- Written multiple RFP's for the acquisition of professional services and systems for MDCH
- System security risk assessments

*HIPAA Implementation 2002-2004*
Served as the overall project manager for this engagement coordinating all of the various project tasks and sub projects and contractors making up the team, single point of contact for the State

- Relationship management with the groups major client and contractors
- Coordinated the work of five firm consortiums

- Oversight of 12 project managers, and 35 analyst
- Multi year multi million dollar project
- Operational Improvements
- HIPAA Privacy and Security work
- HIPAA Transaction Work
- Development of HIPAA compliant systems
- Project plan development for timeline, staffing and budgets.
- Assist management with filing of required report to the federal government.
- Coordinate outreach and education efforts with other major payers in the state.

## Management Consultant
## Superior Consultant - Southfield MI                    March 2001 - July 2001

*Project Manager, Lawson HR Payroll Assessment and Gap Analysis*        *Scott Wallace, 937-266-0153*
Performed several Lawson Pre-Implementation readiness assessments for an Human Resource Payroll Suite

- Project Management
- Payroll assessment
- Gap Analysis
- Lawson best practices
- Interface Maps
- Documented an understanding of current and desired future business states.
- Project plan development for timeline, staffing and budgets.

## Applications/Project Director
## Sparrow Health System – Lansing, MI                December 1996 - March 2001

*Project Director Lawson Financial Systems*                        *Robert Glaser, CIO*
Project Director for the Implemented and ongoing support and training and upgrades for the following Lawson Financial Systems for Y2K compliance:
  - Financial Suite 7.0.8
  - Human Resource Payroll Suite 7.1.2
  - Materials Management Suite 7.0.8
  - Oracle 8i
  - HP UNIX 10.x/11.x

Used a three tier reporting structure, first tier was the project Team meetings. The second tier was the director of the effected areas which formed the steering committee. The third tier was the executive steering committee. The detail of the reporting ranged from a 14,000-line project plan, to a dashboard report for the executives.

*Director of Applications, STAR Patient Care/Accounting Systems*        *Robert Glaser, CIO*
Oversight of the Implementation of the HBOC STAR system, and the merger of the two hospitals onto one common platform for merger and Y2K issues.

  - Patient Accounting
  - Patient Order Entry

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- o Pharmacy
- o Radiology
- o ADT

## RELEVANT TRAINING AND CERTIFICATION:

PMI and Microsoft Project Management Methodology Training, American College of Healthcare Executives -Certified Healthcare Executive, Microsoft Project Training.

# George G. Boersma

## Summary of Relevant Experience
### Senior Information Technology/Business Executive

- Extensive and diversified senior manager experienced in banking, commercial real estate and state government.
- Verifiable track record in developing and implementing new programs to promote and change the strategic direction of an organization.
- Successful at managing large technical and non-technical organizations and projects.
- Received national recognition for technical achievements at the State of Michigan.

## Education

*B.S. Calvin College - Grand Rapids, Michigan*
*Xerox Professional Selling Skills*
*Dale Carnegie Public Speaking*
*Crosby Quality College*

## State of Michigan                                                    1994 to Present

### State Purchasing Director

Re-engineered the purchasing process by implementing procurement cards and a quick purchase program within State government. These new programs enhanced end users ability to receive products and services when needed and reduced the cost to process a purchasing transaction.

Negotiated multi-million dollar contracts for purchase of equipment, data processing and other services.

Coordinated the analysis, research, and implementation of a Just-In-Time office supply contract which improved service and saved the State $1.5 million annually.

### Chief Information Officer

*Consolidated seven data centers and multiple telecom networks within the State, resulting in over $80 million annual savings, in addition to updating technology and services.*

*Developed and coordinated the implementation of a statewide program for Year 2000. Estimates to complete this project exceeded one million hours and a budget of $55 million. The project was delivered on time and within budget. This project received the "Best Practice" award from PC Magazine and Managers Technology Forum.*

*Initiated the concept of e-Michigan (Michigan.gov) and was effective in obtaining Governor approval as well as Budget approval of $23 million. Implementation of this strategy included the Governor creating a two year office called e-Michigan.*

*Improved the State of Michigan rating for Information Technology to an A- in the 2001 Governing Magazine's biennial grading of the states initiative.*

*One of only five states maintaining top tier IT management performance in the Center for Digital*

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_Director Office of Technology Partnerships_

Created the Office of Technology Partnerships to foster technological collaborations and partnerships with local governments, schools K-12, higher education institutions, non-profit businesses and vendors to improve education, healthcare, economic development and homeland security in Michigan.

## Martin Commercial Properties                    1989 to 1994

_Director Property Management_

Responsible for the property management and leasing of a real estate portfolio consisting of 41 projects, 3 million square feet and 550 tenants.

Analyzed, recommended and successfully installed new computer hardware and software which automated the tenant billing, property financials and reporting of the property management division.

## Michigan National Corporation                   1968 to 1989

_Director Corporate Purchasing_

Directed the implementation of an automated system for the Procurement, Ordering and Warehouse operations. As a result of this implementation, division was able to double sales volume without increasing personnel expense.

_Director Credit Card Operations_

Directed the conversion of the Credit Card Division from in-house data processing to a third party. The conversion took six months of preparation in the following major areas: train 200 people, purchase new terminals, modify policies and procedures to conform to new programs, and communicate changes to one million customers.

Contracted a benchmark cost and operation analysis of the Credit Card Operations Division by a third party consultant. They concluded our Division was one of the most efficient and effective credit card operations in the country.

Developed and implemented the strategy to install credit card authorization terminals in retail locations versus having the merchants place a voice call for a credit card authorization. This strategy reduced retailer and bank costs, putting Michigan National Bank at a competitive advantage in industry.

One of five individuals who negotiated the sale of a $2 billion credit card portfolio to Chase Manhattan Bank.

## Professional and Community Affiliations

Member, Western Michigan University Advisory Council
Board member Michigan Association Government Computer Users
Chairman, NASCIO Economic Development Committee
Received NASCIO Outstanding Service Award

1<sup>st</sup> Vice President NASCIO
Board member National Electronic Commerce Coordination Council
Board member NASCIO
Oakland University President's Technology Advisory Board
National Association of State Purchasing Officers
Trustee, Greater Lansing Catholic Education Foundation
Visa USA Operations Board
Frequent speaker at conferences and local organizational event
Top 25 Doers, Dreamers and Drivers in 2006 --Government Tech. Magazine

# Elizabeth A. Nagel

## SUMMARY OF RELEVANT EXPERIENCE:

- extensive experience in Public Communications for the State Director, Cabinet-level Directors, and the Governor's Office
- knowledge of data collection, including management of respondent and researcher interaction
- experience with data base management and statistical analysis using SPSS statistical software.

## EDUCATION:

*BA: Telecommunications, Michigan State University, East Lansing MI,*               *May 2002*

MA: Telecommunication, *Michigan State University, East Lansing MI*               *May 2004*

## EXPERIENCE:

### Assistant to the Director
**Michigan Department of Community Health**               **January 2006 - Current**

*Assistant to the Director*

Assist and advises the Director of the Department in all areas of responsibility, implements special projects for the Director of the Department including researching policies, drafting correspondence, preparing reports, and serving as the chief speechwriter, serves as liaison with other agencies, organizations and employees in order to coordinate and communicate departmental initiatives. Supports the Director of the Department with compiling materials relevant to meeting topics and prepares briefing materials, conducts follow-up and recommends communication strategies

### Public Relations Liaison
**Michigan Department of Community Health**               **November 2003 – January 2006**

*Public Relations Liaison*

Appointed by Governor Jennifer M. Granholm to proactively pursue communication strategies to increase public awareness at one of Michigan's largest state departments, served as chief speechwriter for the Director of the Department  Functioned as a spokesperson as needed for all Department-wide media inquiries and emergencies, which includes responding to statewide and national members of the press, planed and implement proactive media campaigns and strategies on health and safety to raise public awareness, and design materials to explain complex issues to general public.  Authored press releases, educational materials, correspondence, executive briefings and memos for the MDCH Director and other Cabinet-level Directors and the Governor's.

### Station Manager
**WDBM – 89FM**               **May 2002 – November 2003**

*Station Manager*

Served as station manager for the country's largest student-run radio station with a staff of more than 100 students and a university faculty radio board. Managed daily operations, regulation compliance, human resources and served as a 365 days a year, 24-hour on-call point person for situations and emergencies. Organized and implemented a plan that earned The Michigan Association of Broadcasters College Station of the Year award two years in a row – 2003 & 2004

*Graduate Research Assistantship*

Managed three on-going projects focused on the utilization of Telehealth and Telehome health in rural Michigan that included over 3,000 human subjects. Built a system for data collection, controlling all respondent and researcher interaction as well as data base management and statistical analysis using SPSS statistical software. In charge of journal writing, reporting, presentation preparation, presenting, conference paper preparation, weekly meetings and University Human Subjects procedures.

*Intern – Communications Division*
Office of Governor Jennifer M. Granholm, Lansing MIJune 2003 – November 2003

*Intern*

Participated in policy meetings, press conferences and staff strategy sessions, drafted press releases, talking points, letters and internal reports and memos. Closely shadowed the Governor's Press Secretaries, Speech Writers and Communications Director on daily activities and special events

# Jeffrey Alan Shaw

## SUMMARY OF RELEVANT EXPERIENCE:

- Project management, including product research, budgeting, request for proposals (RFP) writing, bid coordination and contract negotiation
- Instructional and interpersonal communication skills and the ability to communicate complex technical information to all levels of users
- Employee supervision as well as departmental management; completed Michigan State University's Foundations of Effective Leadership (December 2005)
- Computer hardware, software, network and audio/visual installation & troubleshooting
- Novell, Linux, Apache, Microsoft server operating systems
- Windows, Unix, Linux and Macintosh computer operating systems
- Microsoft Office products including Visio and Project
- Symantec/Norton products including Ghost
- Network hardware, including wireless LAN, switches, routers, management and security devices
- Web and multimedia development including Macromedia and Adobe products
- Complex web design and integration, including programs such as Blackboard

## EDUCATION:

Bachelor of Arts in Telecommunication, Information Technology Management     August 2001
Michigan State University, East Lansing MI

## EXPERIENCE:

*Project Manager – Interactive Solutions Group*
Michigan Public Health Institute, Okemos, MI                         April 2007 – Present

Manage various projects that help healthcare organizations and public-sector agencies operate more efficiently and effectively by redesigning business processes and automating information exchange.

*Head of Faculty Technology Services*
Michigan State University, East Lansing, MI                         July 2001 – April 2007

Managed the day-to-day operations of the Technology Services Department, including supervising full-time union staff and student assistants, and coordinated college-wide technology projects. Developed and presented the technology department operating budgets and performed other administrative duties. Researched and developed solutions for all of the technology needs for the Law College including college-wide technology infrastructure. Coordinated help desk operations and staffing. Responsible for evaluating and implementing new technology for the college including the complete network redesign and two network security projects. Developed the instructional technology program for the Law College from the ground up. Provided extensive one-on-one and group training to assist the faculty and staff in effectively using technology. Managed video conferencing, e-learning and instructional technology needs for the college.

*Multimedia Developer/Coordinator – College of Law*
Michigan State University, East Lansing, MI                         February 2000 - June 2001

Designed and developed numerous college web projects using HTML, Flash and RealMedia. Consulted with faculty members to develop and run the college's first interactive streaming audio web class. Other work included a virtual tour of the college, an interactive career planning site, and department web sites

*Technology Consultant (Volunteer)*
Development Center, Inc Detroit MI                                    March 1999 – Present

Assisted community metal heath agency with technology needs ranging from network design and security to PC setup. Advised on technology issues involved in moving from paper to electronic records, assisted with network and server infrastructure changes to complete the switch. Familiar with HIPPA compliance issues and solutions.

## Presentations

Numerous national and regional presentations including the Center for Computer-Assisted Legal Instruction (CALI), U.S. Federal Sixth Circuit Court of Appeals and Federal District Courts of Michigan. Co-taught Courtroom Technology & Evidence Lab at MSU College of Law for three years.

# Pamela S. Whitten

## SUMMARY OF RELEVANT EXPERIENCE:

## EDUCATION:

- Ph.D. 1996 **University of Kansas, Department of Communication Studies**
  Major Areas of Study: Organizational Communication, Health Communication. Specific Areas of Research: New technology and communication; Technology in health care organizations; Diffusion of innovations; Telemedicine Dissertation: Transcending the technology of telemedicine: A case study of telemedicine in North Carolina
- Dissertation: *Transcending the technology of telemedicine: A case study of telemedicine in North Carolina*
- M.A. 1986 **University of Kentucky, Department of Communication** Major Area of Study: Organizational Communication
- B.S.M.1985 **Tulane University, School of Business, Magna Cum Laude** Beta Gamma Sigma and Alpha Lambda Delta Honor Societies

## UNIVERSITY APPOINTMENTS

| | |
|---|---|
| Professor and Assistant Dean, College of Communication Arts and Sciences<br>Michigan State University, East Lansing MI | 2006-ongoing |
| Program Director, Family Research Initiative<br>Michigan State University, East Lansing MI | 2006-2007 |
| Professor, Department of Communication and Regenstrief Center for Healthcare Engineering,<br>Purdue University | 2005-2006 |
| Professor and Director, Health Risk and Communication Center, College of Communication,<br>Michigan State University, East Lansing MI | 2005 |
| Professor, Department of Telecommunication<br>Michigan State University, East Lansing MI | 2005-Present |
| Associate Professor, Department of Telecommunication<br>Michigan State University, East Lansing MI | 2001- 2005 |
| Assistant Professor, Department of Telecommunication<br>Michigan State University, East Lansing MI | 1998 - 2001 |

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| | |
|---|---|
| Research Fellow, College of Human Medicine, Institute of Healthcare Studies<br>Michigan State University, East Lansing MI | 1998 – present |

| | |
|---|---|
| Assistant Professor, Department of Family Medicine<br>University of Kansas Medical Center | 1996 - 1998 |

| | |
|---|---|
| Courtesy Faculty, Communication Studies<br>University of Kansas | 1996 - 1998 |

| | |
|---|---|
| Instructor, Department of Family Medicine<br>University of Kansas Medical Center | 1995 |

| | |
|---|---|
| Teaching Assistant,<br>University of Kansas | 1993-95 |

| | |
|---|---|
| Lecturer<br>Clayton State College | 1993 |

| | |
|---|---|
| Lecturer<br>Gordon College, Barnesville, Georgia | 1993 |

| | |
|---|---|
| Instructor<br>University of Maryland, Frankfurt, West Germany Campus | 1988 |

| | |
|---|---|
| Instructor<br>University of Louisville | 1986 |

| | |
|---|---|
| Teaching Assistant<br>University of Kentucky | 1985-86 |

## ADMINISTRATIVE EXPERIENCE

Director, Information Technology Services and Research (ITSR),
Assistant Professor, Department of Family Medicine        1995 -1998
University of Kansas Medical Center, Kansas City, Kansas

**Responsibilities included:**
- Developing and implementing organizational infrastructure for telemedicine and e-health as well as other emerging information and communications technologies related to supporting medical practice throughout Kansas.

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- Determining short- and long-term strategic goals for ITSR department and implementing means for operationalizing and measuring success of meeting goals.
- Developing and evaluating effective communication linkages and support systems for primary care practices throughout Kansas.
- Researching, creating, and administering procedures for efficient day-today operations for this program.
- Developing and supervising coordination of training programs related to telemedicine and other information technologies originating from this program.
- Acting as and supervising liaison relationships with rural facilities throughout Kansas.
- Γενερατιvγ and supervising academic research projects.

External Communications Manager                                    1990-1992
Southern Regional Medical Center
Riverdale, Georgia

**Responsibilities included:**
- Developing and implementing strategic communication programs to build support for the hospital among the southside Atlanta business community.
- Developing proactive media relations program to effectively communicate hospital messages and agendas to key audiences.
- Bolstering existing and creating new communication channels to maximize two-way flow of communication with public at large.
- Determining external communication strategic goals and developing appropriate marketing programs to meet goals (e.g., physician recruitment, increasing female market share).

Under contract from U.S. Department of Defense
Internal Communications Manager,                                   1988- 1990
Merchants National Bank & Trust Co. Frankfurt, West Germany

Responsibilities included:
- • Defining objectives and responsibilities of this newly created position.
- Conducting initial evaluative research to gage outstanding organizational communication issues and problems.
- Developing and implementing organizational strategic plans to facilitate and maximize effective communication within and between organizational headquarters and 75 + branches throughout Germany, Holland, and Greece.

# Courses Taught
Communication and Emerging Technologies (Purdue University)

Communication Theory (University of Kansas and University of Maryland)

Managerial Communication (Clayton State College and Gordon College)
Organizational Communication (University of Kansas and University of Maryland)

Public Speaking (University of Kansas, Clayton State College, Gordon College, University of

   Maryland, University of Louisville, University of Kentucky and Michigan State University)

Telecommunication: Theory & Research (Michigan State University)

Information Technology and Telecommunication (Helsinki School of Economics)
Introduction to Telecommunication Technology (Michigan State University)
Telecommunication: Media and Technology (Michigan State University)

Telemedicine: Technology and Healthcare (University of Kansas, Michigan State University, Purdue University)

Telecommunications Policy in Europe (Michigan State University)

Telecommunication Management (Michigan State University)

Freshman Seminar: Impacts of Technology on Country (Michigan State University)

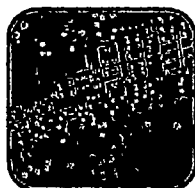Teleconferencing and CSCW (Michigan State University)

Presentation Skills (Michigan State University)

Health and Technology (Michigan State University)

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# Appendix 4 – MiHIN - *Conduit to Care*

# MiHIN
## Michigan Health Information Network

# Conduit to Care:
# Michigan's e-Health Initiative

# October 2006

With support and assistance by the Michigan Department of
Community Health and the Michigan Department of Information Technology

## ACKNOWLEDGEMENTS

The Michigan Health Information Exchange (MiHIN) *Conduit to Care* project is proud to present this report to Governor Jennifer M. Granholm. The MiHIN *Conduit to Care* project thanks the Governor for this opportunity to build a plan that will improve the quality, safety and efficiency of health care delivery by accelerating adoption and use of health information technology and health information exchange. To successfully accomplish this major advance in the state's health care system requires a collaborative approach, from all stakeholders involved, including consumers, providers, payers, employers, policy makers, and the public whose health is at stake. The *Conduit to Care* is the product of a "180 day" partnership of a diverse set of Michigan's health care and business stakeholders. The MiHIN *Conduit to Care* project has been greatly enhanced by the many different voices and disparate viewpoints of over 200 Michigan stakeholders. The time, energy and expertise that each individual and organization contributed to this project should not be underestimated.

As the leaders of this project, we would like to extend our sincere thanks to everyone who contributed to this immense effort. Special thanks are warranted to the sponsors of the MiHIN *Conduit to Care* project – Michigan State University, Central Michigan University, Michigan State Medical Society, and the Michigan Health and Hospital Association. Further, we are grateful for the assistance and guidance from the Michigan Public Health Institute and the eHealth Initiative. Their knowledge, assistance, dedication, and teamwork were essential to the successful completion of this report.

This report is a starting point as there are significant tasks ahead of us to make our vision a reality. To delineate these tasks better the report has been structured as a consolidation of findings from all groups, not a listing of reports by each workgroup. Michigan has the potential to make significant progress in the widespread adoption of health information technology and the implementation of health information exchange. This report offers recommendations for Michigan to realize the benefits of health care information technology and health care information exchange.

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Janet Olszewski
Director
Michigan Department of Community Health

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Teri Takai
Chief Information Officer
State of Michigan Department of Information Technology

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